"*Gold At The End Of The Rainbow!*"
Transitioning an Asset Management Program to MAXIMO©

2004 Facilities and Asset Management Conference
"*Stewardship of Federal Assets – United Commitment to Excellence*"
Orlando Florida
May 4-6, 2004

Chris Hamilton
Deputy Project Manager, Land and Resources Project Office
Bureau of Land Management

BLM Asset Management

- *262 Million Acres* of Surface
- ~ 900 Maintenance Personnel
- Assets
  - 82,000 miles of Roads
  - 2,100 Recreation Sites
  - 700 Administrative Sites
  - 800 Dams
  - 900 Bridges

BLM *Stewardship Strategy*

- Stewardship Strategy provides consistent & integrated plan
- Satisfy Bureau, Departmental, and OMB requirements

- Facility Asset Management System (MAXIMO$^{©}$) provides the *platform* for the BLM's Asset Management Program

Reasonable, Consistent, and *Auditable*

8 Simple Rules for Successful MAXIMO Implementation

WHAT & HOW

Rule #1   *Defining the Scope*

- Subject Matter Experts define the **"WHAT"**
- IT Professionals decide **"HOW"**

- Subject Matter Experts **DO NOT** make technical decisions
  IT experts **DO NOT** make business decisions

Rule #1   *Defining the Scope*

- **Challenge**
  - SME availability
  - IT Project Schedule tracked by OMB
  - Business culture takes time to change

- **Tip**
  - Service Level Agreement (SLA) defines roles and responsibilities

STRUCTURED PROCESS

Rule #2   *Structured Process*

- Follow a structured process and stick to it:
  - Planning
  - Business Process Redesign
  - Analysis
  - Design
  - Development
  - Deployment

Rule #2   *Structured Process*

- **Challenge**
  - ► Schedule compression

- **Tip**
  - ► Economies of scale
    - ✦ Standardize documentation templates
    - ✦ Standard COTS for common requirements
    - ✦ Reusable code
    - ✦ Specialized skills

DATA

Portable Devices
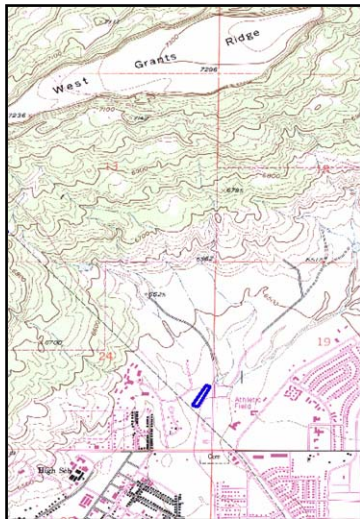
7.5' Quadrangle Maps

Geographic Information System

Aerial Photos

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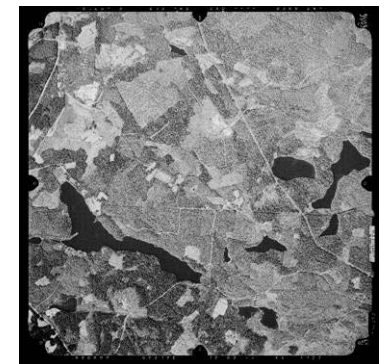
Rule #3   *Data Quality / Conversion*

- **Data Analysis based on Data Profiling**
  - Users don't always know and understand their data
  - Artifacts of previous implementations and/or data collection efforts
- **Business Rule Analysis**
  - Statutes, Regulatory
  - Manuals, Handbooks

Rule #3   *Data Quality / Conversion*

- **Challenge**
  - "Ownership" of data by user community
  - Multiple legacy systems
  - Conversion of non-standard data
- **Tip**
  - Utilize data standards to develop "clean to" target
  - Communicate and educate
    - FAMS User Group – Implementation Issues
    - Engineering Advisory Team - Direction
    - Headquarters - Policy

BUSINESS PLAN
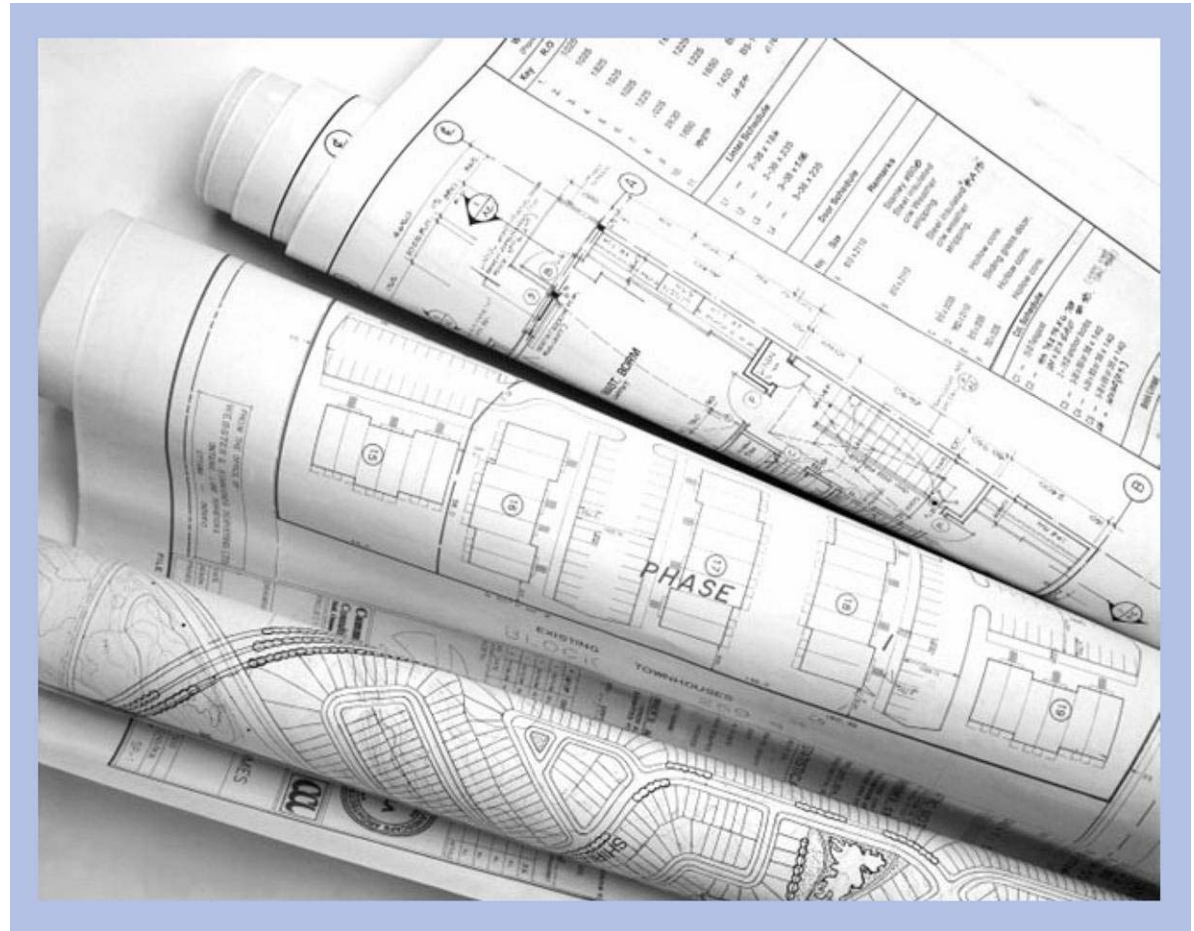
Rule #4   *Business Process Analysis*

- Allow the necessary time for reengineering
- Don't automate the cow paths
- Automate entire business process not just the data

Rule #4 *Business Process Analysis*

- Challenge
  - Organizational culture
  - Consensus
- Tip
  - Identify key asset management data for all users
  - Utilize consistent methodology integrated with business initiatives
  - Assign decision maker

Rule #5   *Maximize COTS*

- Customization is expensive
- Business adopt COTS work flow process
- Phase implementation to alleviate "culture shock"

Rule #5   *Maximize COTS*

- **Challenge**
  - ► Pressure to customize the COTS - Everyone is different!
- **Tip**
  - ► Pilot COTS
  - ► Develop standards – National, State, Field optional
  - ► Project Management Control Board
    - ◆ Cost/Benefit analyses
    - ◆ Don't turn on functionality just because its there
  - ► Assign decision maker

Rule #6   *Storyboarding*

- Storyboard the COTS workflow process for correct translation to business process
- Power Point is cheap and easy education tool
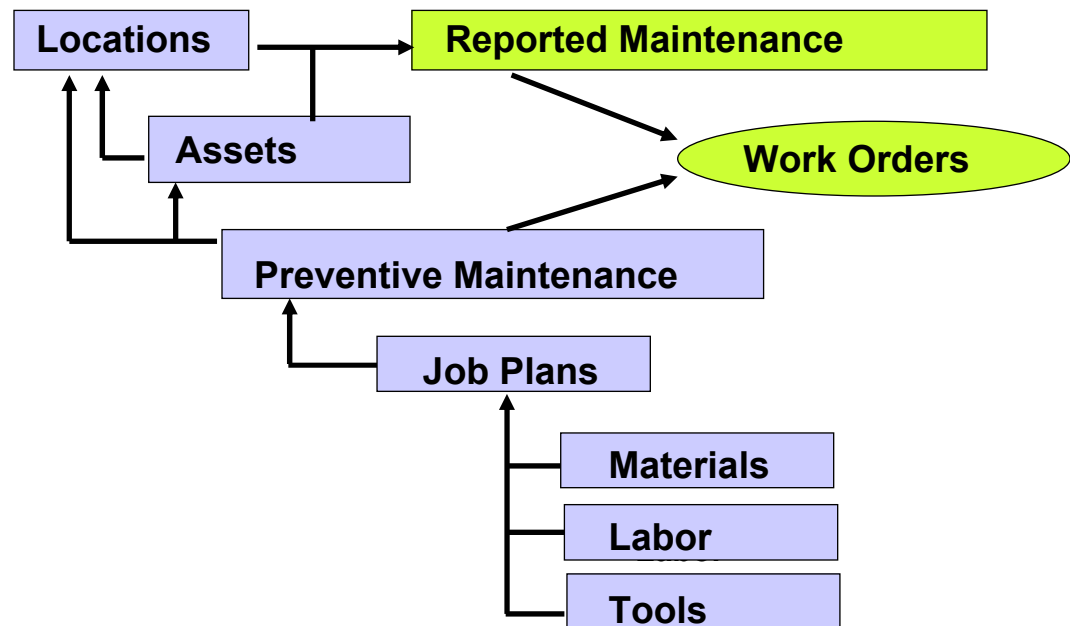
Rule #6   *Storyboarding*

- **Challenge**
  - Communication between IT and SME
  - "*Understood*" versus "*Actual*" Business Rules

- **Tip**
  - Iterative feedback process
  - A "picture says a thousand words"
  - Get the message out – see Rule #7
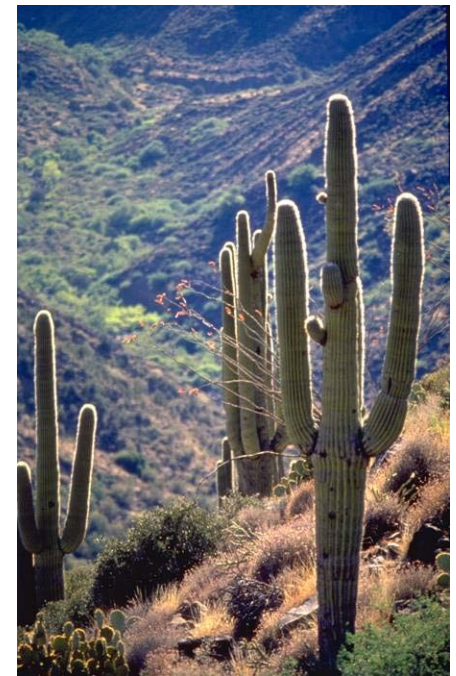
Rule #7 *Communication*

- **Constantly communicate with users**
  - ▶ Feedback throughout process
  - ▶ Walkthroughs
  - ▶ Storyboard
  - ▶ Beta Release
  - ▶ Testing
  - ▶ Training

- **You can never do too much!!!**

Rule #7 *Communication*

- **Challenge**
  - ▶ IT & Business must learn both worlds
  - ▶ Know your customer
- **Tip**
  - ▶ Make communication #1 priority – User's Group
  - ▶ Train constituency and support learning process
  - ▶ Reach all levels of the organization

Training Doesn't Mandate Change, It Only Offers the Opportunity

Rule #8   *Track Projects*

- Scope
- Schedule
- Budget

Quality

Pick Any Two!

Time   **$$$**

Rule #8 *Track Projects*

- **Challenge**
  - Scope Creep / Schedule Compression / Over-Budget
- **Tip**
  - Implement Structured Process (see rule #2)
  - Performance Metrics Internal
    - Schedule/Milestones
    - User Satisfaction/Functionality
    - Data Accuracy/Consistency
  - Performance Metrics External
    - Bureau and Departmental Reporting Standards
    - ITIB Requirements

8 Simple Rules

- Rule #1 Defining the Scope
- Rule #2 Structured Process
- Rule #3 Data Quality/Conversion
- Rule #4 Business Process Analysis
- Rule #5 Maximize COTS
- Rule #6 Storyboarding
- Rule #7 Communication
- Rule #8 Track Projects

Summary

- "*Stewardship Strategy*" - consistent and integrated **plan**
- Facility Asset Management System
  - Integrating platform for BLM asset management
- Clear Business Rules - Lynch-pin to the process
- Constant and clear communication
  - Key to user buy-in, acceptance and understanding
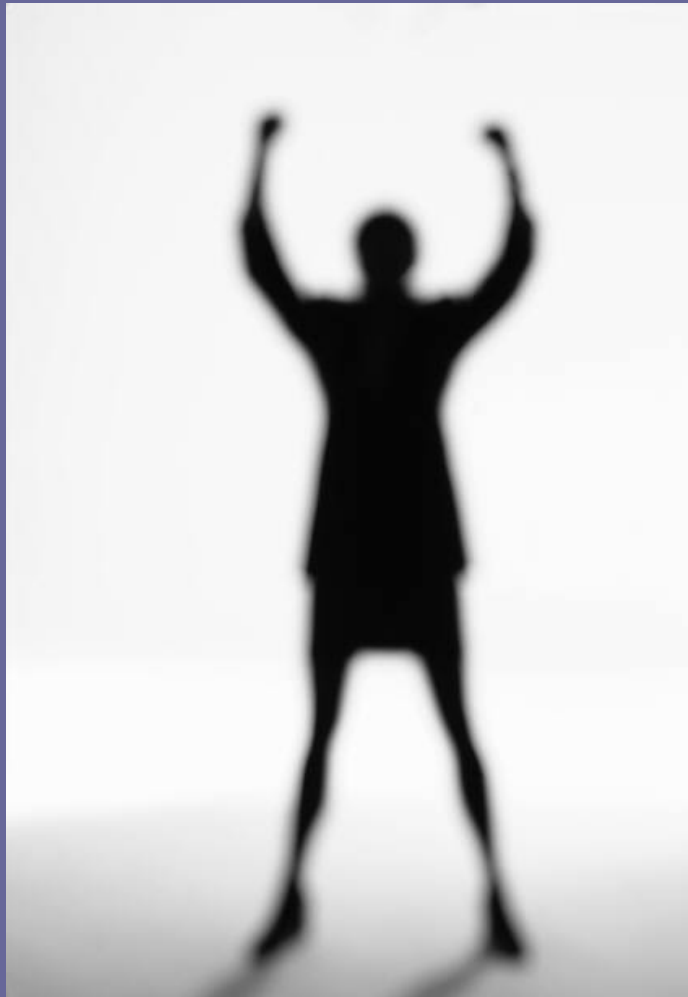- Training is an on-going process, not a one-time event

Reasonable, Consistent, and Auditable

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